

October 5, 2018

Mr. Mark Dewire  
Chief Solicitor  
Baltimore City Department of Law  
100 N. Holliday Street, Suite 101  
Baltimore, MD 21202



Dear Mr. Dewire:

Please accept this proposal from the US ISS Agency, LLC. to provide police commissioner candidate due diligence background investigation services to the City of Baltimore. We are grateful for your consideration and hope we can meet your vetting needs. Our company, known as ISS, has been in business since 2004 and was founded as a pre-employment background service provider. Our staff is comprised primarily of retired law enforcement officers, including three former deputy chiefs of police with the Charlotte-Mecklenburg Police Department. Our first client was and still is the City of Charlotte.

Over the years, we have provided police and fire chief, city manager and corporate executive candidate screening for the cities such as Charlotte, NC, the Lowe's Corporation, the Police Executive Research Forum (PERF) and other municipalities, departments and corporations. We have extensive experience in conducting police pre-employment screening. Our investigators are all former police investigators who know what police departments want in a candidate and are skilled and thorough in their interviews. We are able to provide you with a high-quality investigation that will enable you to make an appropriate hiring decision.

We have proposed a three-phase process that includes a comprehensive battery of database checks, a web-based open records search and reference interviews. We believe this thorough process is necessary to give you the clearest picture of each candidate and enable you to make the best hiring decision for this critical position. The proposal presents the services in a menu format, so you can choose any or all of the services.

Again, we appreciate your consideration and look forward to hearing from you. Please let me know if you have questions. I can be reached at [REDACTED] or at [dstephens@isecureus.com](mailto:dstephens@isecureus.com).

Best regards,

Dave Stephens  
Director of Operations





***US ISS Agency, LLC.***

***City of Baltimore***

***Police Commissioner Due Diligence Background Investigation Proposal***

***October 5, 2018***

### **Proposal**

The US ISS Agency, LLC. (ISS) proposes to provide due diligence background investigation services to the City of Baltimore for the position of police commissioner. ISS understands that the City has candidate(s) who need to be vetted as part of the selection process. ISS recommends a battery of database searches, media searches and reference interviews to provide a full picture of each candidate for this position. While the services listed are recommended, the City can select any or all the services from the menu proposed.

### **Company Overview**

#### ***Who We Are***

The US ISS Agency, LLC (ISS) is a private security firm located in Huntersville, North Carolina. Robert Schurmeier, a retired deputy chief of police from the Charlotte-Mecklenburg Police Department co-founded the company in 2004. At its inception, ISS provided pre-employment screening services and its first client was the City of Charlotte. Since that time, ISS has expanded its lines of business to include corporate private investigations, due diligence investigations for key hires, and risk and security consulting.

#### ***Experience***

The ISS staff is comprised of law enforcement veterans and experienced data analysts. Three former deputy chiefs of police of the 2,400-member Charlotte-Mecklenburg Police Department (CMPD) are currently part of the ISS team. David Graham, ISS president, commanded the CMPD investigative division and served briefly as interim chief of police. Dave Stephens served as the head of the department's Internal Affairs for a decade, overseeing all personnel investigations and retired as deputy chief over the 1,300 officer patrol division. Jack Boger served as a deputy chief of police and led the administrative division, managing the human resources, training and planning functions. Bob Schurmeier has taken a leave from the company and is currently serving as the Director of the North Carolina State Bureau of Investigation. Our data analysts are knowledgeable and experienced in the field and directly supervised by Tom Burnette. They have expertise in database searches, data analysis and report writing. Tom is a retired CMPD supervisor with many years of experience and expertise in investigations. Kevin Foley, a retired assistant director of the US Secret Service, serves as a senior advisor with ISS.

ISS employs a cadre of retired law enforcement officers as contract investigators located as far north as Wisconsin and New York and as far south as Texas and Florida. Their knowledge and experience are unsurpassed and enables them to conduct investigations that get the relevant facts and properly document their findings.

### *Quality*

ISS is committed to the highest quality services. In furtherance of that goal, one of our staff is a former college English professor who has helped us assemble a staff of editors. They review completed reports to ensure they are well-written, technically correct, concise and understandable. Management reviews samples of all work to ensure that all meet standards. ISS employs only experienced investigators and analysts with proven track records in the field to ensure that investigations are thorough, complete, and properly documented. Our staff with over a century of experience supervises all work.

### *Integrity*

ISS understands the importance of integrity to the investigative process. As former police executives, we understand that collecting information lawfully and properly, conducting appropriate analysis of that information and accurately reporting it is critical to the investigative function. ISS is committed to integrity in information gathering, analysis, and reporting.

### *ISS Services*

ISS offers a range of services, beginning with pre-employment screening. Other services include corporate private investigations, due diligence investigations for key hires, biometric fingerprinting, computer forensics, and security and risk consulting.

We serve a variety of clients from both the public and private sectors. We are currently on the U.S. General Services Administration (GSA) 738-X schedule providing vetting services to the federal government. ISS has completed over 5,000 background investigations for the Transportation Security Administration, while meeting all contractual standards for quality and timeliness. We also serve other municipal and county governments and corporations providing pre-employment screening services and due diligence investigations for executive hiring, city manager, police and fire chief hiring and other key positions.

Our law enforcement experience gives ISS a unique ability to provide investigative services to police, fire and local governments. We currently provide police and fire applicant vetting for many local departments, including the services offered in this proposal. In addition, we provide internal affairs investigative services to local police departments and human resources investigative services to other government agencies.

### **Selected Clients**

- Police Executive Research Forum (major city chief vetting)
- City of Charlotte, NC
- Huntersville, NC Fire and Police Departments
- Davidson, NC Fire and Police Departments
- City of Salisbury, NC and Salisbury Police Department

- City of Pineville, NC and Pineville Police Department
- City of Mooresville, NC
- City of El Paso, TX
- Mecklenburg County, NC Sheriff's Office
- Lowe's Corporation (home improvement), Mooresville, NC
- Restaurant Brands International (Burger King, Tim Horton's, and Popeye's Chicken) Miami, Florida

### ***Proposed Services***

ISS proposes to provide due diligence vetting services that will offer a sound basis for employment decisions by the City of Baltimore founded upon thorough, complete and well-documented investigations. ISS recommends a three-part investigative process for the position of police commissioner that is a combination of database checks, a deep-web public records/media search and pre-employment interviews with previous and current employers, personal references, and community leaders to gain an in-depth picture of the applicant. For this position, we recommend the full array of background checks and interviews described in our proposal to ensure the City is employing the best candidate with outstanding character, work ethic, and reputation.

### **Database Checks**

ISS recommends the following battery of data base checks. The multiple checks are designed to provide a complete view of records available on each candidate. Some, such as the national criminal history and the Maryland (or state of residence) criminal history, provide overlapping views to ensure that no records are missed. ISS recommends that all these checks be conducted on each candidate, but the City can choose any or all of them. Prices are listed individually and as a package.

NOTE: All ISS database searches are Fair Credit Reporting Act (FCRA) compliant. We are only able to report on a candidate's criminal history for the past seven years. ISS recommends that these searches be used as a preliminary screening and that the City run an FBI fingerprint criminal history prior to a final hiring decision.

- **Maryland Criminal Statewide** **\$35.65**  
Analysts conduct a search of the Maryland court records including criminal offenses and major traffic violations through the Maryland State Court System. A candidate's home state criminal records can be searched if they are not a Maryland resident. The cost varies from state to state.
- **National County by County Criminal Records Search** **\$38.50**  
This search is the most thorough FCRA-compliant national search available. It searches all publicly available criminal records, not only in all available state databases, but also county records in locations where the candidate has lived within the past seven years. In addition to running the candidate's given name, we run AKA's and "sounds-like" options. This search identifies any addresses associated with the person and checks the county records in that location.

- **Social Security Verification** **\$5.25**  
 We not only verify that the number provided is a valid Social Security number, but we also ensure that the number belongs to the candidate and report the year that it was issued and in which state. This search may also reveal previous names and/or aliases associated with the candidate, as well as addresses associated with the number.
- **National Sex Offender** **\$5.25**  
 We conduct a search of the national sex offender database which will reveal any person who is a registered sex offender in any state.
- **Federal Court Records** **\$10.50**  
 With online access to the federal court system, we search for any criminal, civil or bankruptcy filings involving the candidate.
- **Wants and Warrants** **\$6.50**  
 We conduct a check of federal and state court systems to determine if there are outstanding warrants on the applicant. These do not show in a standard criminal history report.
- **OFAC- Prohibited Parties/Terrorist Watch List** **\$5.25**  
 Since the enactment of the federal Patriot Act, the United States Office of Foreign Assets Control has maintained a searchable database that includes an aggregation of terrorism and criminal-related records from multiple national and international government sources. We search this database to ensure the candidate is not listed.
- **Credit History** **\$13.25**  
 Our credit history presents the candidate's financial indebtedness in an easy to understand format. In compliance with FCRA, these reports cover the past seven years of credit history. Credit history reports no longer contain information on tax or other liens against the candidate.
- **Education Verification** **\$22.00 (per degree)**  
 ISS contacts each college from which the candidate matriculated and seeks confirmation of graduation. We utilize the national clearinghouse only when the institution directs us to do so.
- **Maryland Department of Motor Vehicle Records** **\$16.56**  
 This search of the Maryland DMV records will provide any traffic offenses, revocations or suspensions of the candidate's driving privileges. NOTE: A candidate's home state DMV records can be searched if the candidate is not a Maryland resident. The cost varies from state to state.
- **Social Networking Sites** **\$20.00**  
 We search the most common social media sites including for inappropriate or unprofessional activities related to the candidate.



- **Military Service** **\$20.00**  
Investigators review the applicant's military service record and report the findings.
  - **County Tax Verification** **\$15.00**  
Analysts verify the status of applicable property tax payments to ensure the applicant has no delinquent taxes.
- NOTE: IRS and state tax delinquencies cannot be accessed unless there is a related action in state or federal court. These will appear in a federal court search or a search of state civil court records.
- **University/College Criminal and Disciplinary Records Check** **\$25.00 each**  
ISS will contact each university or college attended by the applicant to obtain any criminal history or disciplinary record of the applicant. ISS investigators may or may not be able to obtain this information, depending upon the school's policies on releasing information. ISS will document the results of these inquiries in the final report.

**Cost of the Total Package of Database Searches:** **\$238.71**

Note: Additional charges will apply for multiple education verifications. Also, charges for state criminal and DMV checks may vary.

### **Open Source Public Records and Deep-Web Media Search**

ISS recommends a web-based search of print and electronic media archives for news articles, stories, or media posts that feature the candidate. ISS uses various crawler and meta-based, deep-web search engines to provide information about each candidate, which will help in determining their public profile or footprint. The search begins with a wide canvass of the internet to determine the scope and depth of the type information and topics available in the public sector. This search also provides directions to search. The focus is narrowed then by using combinations of key words coupled with different search engines. The various "rabbit trails" that these searches produce are each followed, information is collected and filtered for content, and then categorized as having either a positive or negative bearing on each candidate. A representative sample of the search results is collected, and a summary report is provided.

This provides a snapshot of how the individual is portrayed in the media and highlights any issues or controversies that may exist. This search typically will find issues that don't give rise to criminal charges but can impact a person's reputation. This service is priced by the hour and typically takes two to six hours of research time at \$100.00 per hour.

**Cost of the Open Source Deep-Web Public Records Media Search** **\$200.00-\$600.00**

## **Investigative Reference Checks and Interviews**

ISS recommends a battery of employment and reference check interviews. These interviews will be conducted by telephone. Former law enforcement personnel with years of investigative experience conduct the reference interviews and verifications. Interviews begin with structured questions developed in conjunction with the City about the applicant's character, honesty, work ethic, and strengths and weaknesses as well as other relevant areas. Depending on the reference's responses to these questions, our investigators extend the interview to determine if there is anything of concern in the applicant's background or any issues needing clarification. The findings from each interview are detailed in thorough, well-written reports that will give the City the utmost confidence in their final hiring decisions. In addition, ISS management reviews the process and reports to ensure compliance with all applicable laws and regulations. Our professional editing and proofing reading team reviews all reports.

### **Recommended Interviews**

ISS recommends the following interviews be conducted to give a full picture of the candidate's qualifications, character and work habits. Investigators will not contact the candidate's current employer, or any references linked to their current employer without the candidate's approval.

#### **Candidate Interview**

The candidate is interviewed to verify all information provided in his or her application, resume or other sources. The candidate is offered the opportunity to add any other relevant information not previously provided.

#### **Employer Interviews**

ISS investigators will contact the candidate's employers for the past ten years to verify the applicant's employment, obtain any relevant information the employer will release including Internal Affairs and find out if the person is eligible for rehire. Interview questions will be designed in cooperation with the City and customized to meet the City's needs. The questions will explore the applicant's work history including job titles, responsibilities, reason for separation, eligibility for rehire, work habits, performance and suitability for the police commissioner position.

#### **Spouse or Significant Other**

The spouse or significant other of the candidate is interviewed to discuss their knowledge of the candidate's character, habits and their suitability to serve as police commissioner. In addition, any issues of domestic violence or abuse will be explored.

#### **Immediate Supervisor**

The candidate's immediate supervisor is interviewed regarding the candidate's work history, work ethic and habits, job performance, disciplinary history, character, and relationships with co-workers and subordinates.

### Subordinate Employees (3)

Selected subordinates of the candidate are interviewed to explore the candidate's relationships with subordinates, leadership and supervisory style, and evidence of harassment or discriminatory practices.

### Personal References (5)

Interviews of persons who personally know the candidate are interviewed to discuss the candidate's character and suitability to serve as police commissioner. These references will be provided by the candidate or can be developed by ISS investigators. These would include personal friends and neighbors.

### Community Leaders

Interviews are conducted with neighborhood, business and minority leaders in the community with whom the candidate has worked. These interviews are designed to explore the candidate's relationships with these leaders, their engagement with the community and the effectiveness of their engagement.

### Police and Criminal Justice Leaders

Interviews are conducted with other criminal justice agency leaders such as police chiefs, sheriff or the district attorney with whom the candidate has interacted to explore the candidate's relationships and effectiveness in working collaboratively with them.

### Police Organization Leadership

An interview is conducted with the leader of the local police officer organization or union to discuss the working relationship they have with the candidate and the candidate's effectiveness in working with such organizations.

The investigator's interview summaries are compiled into a comprehensive report that details all information revealed during the process. Each report is professionally edited, thorough, complete and understandable. The reports are then submitted to the City for consideration of the candidate for employment.

Should red flags or information be uncovered at any point during the investigation that would potentially eliminate a candidate from consideration, ISS will notify the City before continuing with the investigation. If the investigation is terminated, the City will be invoiced for services rendered to that point.

Note: All interviews are telephone based. ISS will draft written reports for all interviews. Investigator notes and supporting documentation will be included in the final report.

ISS is able to provide in-person interviews of any references. Costs are contingent on the locations of the interviews and expenses related to travel.

### **Cost of Interviews**

**\$100.00/Interview**



## ***Requirements***

The City will need to provide to ISS a Fair Credit Reporting Act-compliant release signed by the candidate. In addition, ISS will need copies of each candidate's application and resume.

## ***Investigative Report***

ISS will prepare a report on each candidate that summarizes each interview and documents the findings of each database search and the deep-web search. The database results are reported in plainly understood terms instead of the coded jargon found in many such reports.

## ***Completion Schedule***

Typically, the full background investigation takes 15 business days. Most database checks take from one to three business days to complete. Delays can be incurred during the interview process due to schedules of persons to be interviewed. ISS will advise the City of any delays in the schedule and anticipated completion dates. ISS cannot be responsible for delays caused by incomplete or incorrect information provided by the police department or the applicant.

## ***Confidentiality***

ISS understands the confidential nature of these investigations and the personal information provided to and obtained by ISS during each investigation. ISS will ensure that all information is kept confidential and will be disclosed only to authorized staff of the City of Baltimore. Any requests for information related to these investigations will be referred to the City.

## ***Invoicing***

ISS will invoice the City of Baltimore at the end of these investigations. Payment is thirty (30) days of the invoice date.

## ***Points of Contact***

**Dave Stephens**  
US ISS Agency, LLC  
Director of Operations  
13801 Reese Blvd. West  
Suite 180  
Office: (704) 525-5221  
Mobile: [REDACTED]  
Email: [dstephens@isecureus.com](mailto:dstephens@isecureus.com)

**Tom Burnette**  
US ISS Agency, LLC  
Due Diligence Manager  
13801 Reese Blvd. West  
Suite 180  
Office: (704) 525-5221  
Mobile: [REDACTED]  
Email: [tburnette@isecureus.com](mailto:tburnette@isecureus.com)

**David Graham**  
US ISS Agency, LLC  
President  
13801 Reese Blvd. West  
Suite 180  
Office: (704) 248-5674  
Mobile: [REDACTED]  
Email: [dgraham@isecureus.com](mailto:dgraham@isecureus.com)